

19 January 1984

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MEMORANDUM FOR THE DCI

SUBJECT: Employee "Code of Honor", Motivation, Performance

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- Attached [ ] is another extant document relevant to the subject. The body of it is negative; the Introduction (Pg. 1) has some positive statements.

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- In circulation for coordination since 16 Nov 83 is a draft [ ] entitled "Ethical Conduct, Conflicts of Interest and Financial Disclosure." Its focus, also, is on thou-shalt-not.
- Stan Sporkin's office has produced an accompanying draft "Handbook Concerning Ethical Conduct..." It is currently 89 pages long and "prescribes standards of conduct . . . to ensure the avoidance of conflicts of interest . . ." I have copies of both drafts, should you wish to see them.
- I have been pressing Bob Magee and the Deputies to focus on positive aspects and action in personnel management, assuming improved results in recruitment and on-board processing, viz:
  - Reduction of bureaucratic hassling (paperwork, compensation for lost possessions, money loss through reassignment and TDYs, red tape generally).
  - Resurgence of the general feeling of the uniqueness of being a CIA employee. [Magee is pulling together a matrix which will show that CIA is unique and why it is].
  - Motivation to stay, once hired, through: intellectual challenge and value of the work; fair compensation; expressed recognition of work quality; growth opportunity (travel, training, academic/other liaison, rotation); attention to the physical environment.
  - Active (credible) use of the DCI's special authorities and some creative thought on possible additional legislation, if necessary or desirable.
  - Consistency in discipline and administrative action involving all levels, including questions of alien marriage, cohabitation or general life style. Greater supervisory awareness of signs of personal problems.
  - Increased supervisory awareness of effective use of people, including re-assignments both to meet changed requirements and to keep individuals challenged.
  - Flexibility

I've asked the Planning Staff to see what thoughts they might have for your possible use in an address to employees in the Auditorium.

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cc: DDCI

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